

MANAGING CONFLICT Total Score _____

- I maintain a positive environment by immediately addressing conflict situations.

Ideas to develop this skill include:

- Consider whether your workplace has a positive atmosphere. If not, what are the issues?
- Use the four questions in this handout to determine if there is a conflict you should address.
- Survey others to determine if your actions could be causing conflict.
- Other ideas:

- I get input from all parties involved to discover the real problem.

Ideas to develop this skill include:

- When there is a conflict, list all the individuals who are involved or affected by the conflict.
- Create a list of questions to ask to get to the root of the problem.
- Interview those involved to get information and viewpoints.
- Meet with all the parties to brainstorm solutions.
- Other ideas:

- I use fair and consistent guidelines for conflict negotiations.

Ideas to develop this skill include:

- Create a list of guidelines for conflict resolution.
- Share these with others.
- Ask others for suggestions and additions to your list.
- Use these guidelines at the beginning of any conflict resolution situations.
- Other ideas:

- I remain calm in difficult situations.

Ideas to develop this skill include:

- Create a list of ways to calm yourself before difficult discussions.
- Practice the I-Message in this handout.
- Create scripts and practice before difficult discussions.
- Other ideas:

ATTITUDES TOWARD CONFLICT Total Score _____

- I look at conflict as an opportunity for growth.

Ideas to develop this skill include:

- Introduce a conflict resolution situation by noting the potential benefits of solving the problem.
- Keep a positive outlook, even when you have to revisit a conflict situation.
- Make a list of the positive things that have come about as a result of past conflicts.
- Other ideas:

- I appreciate the different personality types and views on my team.

Ideas to develop this skill include:

- Take the CPTP Teams classes to determine your personality and the personalities of your team members.
- Ask others to tell you their communication preferences.
- Ask others for their views on conflict situations before giving your opinions.
- Other ideas:

- I understand my personal biases and put them aside to think objectively about the situation at hand.
Ideas to develop this skill include:
 - Analyze your biases and negative thoughts about any conflict situation.
 - Clear the slate by pushing aside negative thoughts before the conflict resolution situation.
 - Continue to assess your feelings and emotions so that you are able to actively address them in conflict situations.
 - Other ideas:

- I understand the importance of using assertive behavior instead of aggressive behavior.
Ideas to develop this skill include:
 - Use the I-message in this handout for planning difficult discussions.
 - Note words and phrases that make others uncomfortable so that you can eliminate them from your vocabulary.
 - Google “emotional intelligence” and study this topic to continue developing assertive, not aggressive behavior.
 - Other ideas:

OPPORTUNITIES OF CONFLICT Total Score _____

- I recognize the benefits of diverse thinking on my team.
Ideas to develop this skill include:
 - Interview team members for their suggestions to solve problems.
 - Communicate regularly with your team to determine what you do well in working with them and what needs development.
 - Hold brainstorming sessions with team members for ideas to continue developing skills and interactions in your department.
 - Other ideas:

- I work to ensure that others are not hesitant to approach me for help with conflict or difficult situations.
Ideas to develop this skill include:
 - Notice your body language and whether it is encouraging or not.
 - Regularly communicate with team members to see if they need help or assistance.
 - Interview team members to see which of your communication skills are effective and what you could improve.
 - Other ideas:

- I welcome suggestions for improvement from others at all levels of the organization.
Ideas to develop this skill include:
 - Practice taking suggestions for improvement without defending your actions.
 - Ask those who work at levels below you how you could serve them more effectively.
 - Connect with a mentor to help continue developing your skills.
 - Other ideas:

- I review and document lessons learned from conflict management situations.
Ideas to develop this skill include:
 - After a conflict resolution session, send an email with all action items and deadlines to ensure that you follow up.
 - Document good ideas, phrases, and actions that helped make the conflict resolution session effective.
 - Share these ideas with others during staff meetings or in written communications.
 - Other ideas:

ANSWER THESE FOUR QUESTIONS WHEN ASSESSING A CONFLICT SITUATION:

1. How important is this issue?
 2. What's the nature of the relationship?
 3. What's the risk?
 4. Is this my problem to solve?
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I-MESSAGE STATEMENTS WORKSHEET

1: When you... (Give us the facts without emotion or exaggeration)

2: I feel ... (What is the effect of this action on you?)

3: This is important because... (How does it impact the workplace?)

4: I would like... (What is the different behavior that you'd like to see?)

5: ? (Add a question to hand it back over to the other person.
Examples: What do you think? Do you think this would work? Do you have any other ideas or suggestions that might help?)
